

ADMINISTRATIVE BURDEN: SURVEY OF THE CLANDESTINE SERVICES

I. PROBLEM

Comments have raised the issue as to whether or not the Clandestine Services has been burdened with administrative requirements and controls to such an extent that these tend to handicap or decrease covert operations and limit the production of intelligence. The purposes of this Survey are to determine:

- a. How much the Clandestine Services (as a unit and in specific fields) is "over-administered".
- b. The extent to which excessive manpower and effort (duplicatory and otherwise) is spent unnecessarily in administrative work.
- c. Sufficient facts on which to base recommendations for corrective action as may be required to decrease the administrative burden, without damage to efficient management of the Clandestine Services.

II. APPROACH

It is planned that the approach to the study of the administrative burdens and/or handicaps in the Clandestine Services, which has been assigned to the Inspection and Review Staff by the DD/P, will be as follows:

Step 1 - Obtain from DD/P-Admin all the records pertaining to the Delegations of Authority study made approximately one year ago, and review these findings, and, if necessary, bring them up to date.

Step 2 - Review and summarize all Agency Regulations on administrative subjects to determine the impacts on operating personnel including:

- a. Records required;
- b. Reports required;
- c. Coordinations and communications channels required;

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d. Periodic meetings on administrative matters, participation in which is required; and

e. Other administrative requirements.

Step 3 - Interview Chiefs of Administrative Staffs of the Area Divisions and Senior Staffs individually and collectively, and obtain:

a. A summary of meetings on administrative matters at which attendance is required;

b. A summary of administrative reports required in or from their organizations;

c. Any items in Step 2 above, the requirements for which are laid on by other than Instructions or Regulations; and

d. Comments and suggestions with regard to decreasing administrative tasks.

Step 4 - Interview Chiefs of Area Divisions and Senior Staffs and Chiefs of Operations in Area Divisions and Senior Staffs to determine what they consider:

a. Unnecessary restrictions placed on operations personnel by administrative requirements;

b. Adequate administrative regulations; and

c. The degree to which present administrative regulations and requirements handicap operations or decrease the Agency's production.

Step 5 - Interview some field personnel from typical small, medium and large sized field stations in order to get their views on administrative burdens and/or handicaps which they consider unnecessary, too restrictive or as having adverse effects on covert operations or production of intelligence by the Agency.

III. CONCLUSIONS

After a sufficient coverage of the above has been effected, an attempt will be made to summarize:

- a. Administrative records and reports which are presently required periodically;
- b. Meetings which are required periodically and are concerned with administrative matters;
- c. Communications, coordinations and liaisons which are required and concern administrative matters by principal subjects;
- d. Evaluations of administrative burdens in terms of time, effort, cost and necessity;
- e. The degrees to which covert operations and/or production of intelligence are handicapped, interfered with or decreased by administrative burdens;
- f. Which, if any, "administrative burdens" might be deleted or relaxed without damage to efficient management of the Clandestine Services;
- g. Which, if any, "administrative burdens" are felt to be in need of strengthening in order to make the Clandestine Services more efficient and productive; and
- h. Conclusions concerning the proper placement for administrative authorities and responsibilities for support and control of the Clandestine Services.

IV. RECOMMENDATIONS

Recommendations, based on the findings of this Survey of administrative burdens and/or handicaps, will be submitted to the Deputy Director (Plans) and to the Inspector General. Copies of the report will be furnished to the Chief, Management Staff and the Chief, Admin (DD/P). It is intended that these recommendations will be concerned with:

- a. Removing, relaxing or improving any administrative burdens or handicaps found to interfere unnecessarily with operations, decrease covert operations or production of intelligence;
- b. Strengthening, improving and/or continuing any administrative requirements found to be essential to good and efficient management of the Clandestine Services;

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- c. The desirability and feasibility of redesignations of specific authorities and responsibilities;
- d. The necessity for continuation and improvement of prescribed records and reports;
- e. The streamlining of coordinations on administrative matters;
- f. The improvement of communications concerning administrative matters;
- g. Greater utilization of services provided by support units of the Agency;
- h. Items not mentioned above which might arise from any sound conclusions reached as a result of this Survey; and
- i. The development and implementation of published Agency Regulations concerning necessary policies and procedures resulting from approved recommendations.

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